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AUTHORITY

AGO ltr 29 Apr 1980

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DEPARTMENT OF THE ARMY
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IN REPLY REFER TO

AGAM-P (M) (27 Jun 68) FOR OT RD 682281

1 July 1968

SUBJECT: Operational Report - Lessons Learned, Headquarters, 29th Civil Affairs Company, Period Ending 30 April 1968 (U)

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BY ORDER OF THE SECRETARY OF THE ARMY:

C. A. Stanfield
C. A. STANFIEL
Colonel, AGC
Acting The Adjutant General

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DEPARTMENT OF THE ARMY
29th Civil Affairs Company
APO San Francisco 96337

CA/29-0

14 May 1968

SUBJECT: Operational Report for Quarterly Period Ending
30 April 1968 (RCS-CSFOR-65)

Commanding Officer
DA NANG SUB-AREA COMMAND
APO 96337

SECTION 1

SIGNIFICANT UNIT ACTIVITIES

The 29th Civil Affairs Company (29th CA Co) continued to engage in activities throughout I Corps Tactical Zone (ICTZ) required to fulfill its mission under OPCON to III Marine Amphibious Force (III MAF).

1. COMMAND:

a. During the reporting period, special emphasis was placed on providing timely civil affairs platoon support to tactical major U.S. commanders and Province Senior Advisors. The VC/NVA TET General Offensive, which occurred at the end of January 1968, created special refugee and recovery problems that are still being solved at this time. Rotation of the mass of the company occurred in March and April. New replacements for members of the company arrived in sufficient time to permit the company to continue its mission. Additional military commands, to include the 101st Airborne Division, were introduced into ICTZ causing Tactical Areas of Responsibility (TAOR) and Civic Action Areas of Responsibility (CAAOR) to change. The programmed re-organization of the company was initiated and re-deployment of several platoons was affected to support it. In all, the period of time was a most active one in which officers and enlisted men alike proved to be highly efficient and performed their duties in an outstanding manner.

b. Continuous command and staff liaison was maintained by all elements of this company with appropriate military commanders and staffs, Civil Operations and Revolutionary Development Support (CORDS) of officials, ARVN and GVN officials. In company operations, platoons developed a closer association and relationship with Province Senior Advisors and their respective staff sections, in accordance with the concept for the re-organization of the company. Effective 25 February 1968, the company was

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attached to the 80th General Support Group, Da Nang, for Army peculiar administration and administration of military justice to include all other matters incident to the exercise of general court martial authority.

2. ADMINISTRATION:

a. During the reporting period the company went through a rotational hump. Approximately fifty per-cent of the company's assigned officers and enlisted men returned to the U.S. Replacements did arrive, but not before anxiety necessitated requesting special attention by Da Nang Sub Area Command (80th General Support Group) who immediately responded and assigned personnel to the company. The assignment of the new personnel right at the rotational time of officers and enlisted men, without sufficient overlap, or in cases, no overlap, again pointed out that in this specialized unit expeditious assignment of personnel to permit a period of overlapping is required. The significance is associated with the proper orientation of personnel to maintain the close continuity and coordination required between U.S. and GVN officials since this company's efforts are mainly in support of "the other war", pacification.

b. The strength of the 41st Civil Affairs Company elements, four VA Refugee Teams, attached to this unit was increased to eleven officers and eight enlisted men. The expected loss of these elements, as programmed in connection with re-organization plans, did not materialize because of their involvement with a recognized six hundred thousand refugees in ICTZ, a request by Commanding General, III MAF that the elements be retained in ICTZ and re-assessment of the re-organizational requirements of the 29th Civil Affairs Company, which will be completed in May 1968.

c. Of major importance was the IG Inspection conducted on the company by Headquarters, USASUPCOM, QNH. This inspection was conducted and passed in a satisfactory manner, on 23 February 1968.

d. Morale remained high during the period which is evidenced by the number of enlisted men and officers that extended. Incidentally, the extensions did create an additional burden on company personnel during the rotation hump in that the loss of extendees for the thirty day special leave placed additional responsibilities on all. The motor pool mechanics were effected the most as over fifty per-cent of their authorized strength extended, leaving only a couple of men to operate in this critical area while the others were on special leave. Discipline remained well maintained as evidenced by the small number of Article 15's and no Courts Martial awarded. Prior to the mass of the company's rotation, a unit fund party was conducted at the China Beach Recreation Center in Da Nang. This unit party was a great success as personnel from all company elements throughout ICTZ attended.

e. Key personnel changes since 1 February 1968.

- (1) Six platoons received new platoon commanders.
- (2) Two staff sections received new section chiefs.

(3) MAJ H. W. Nauschuetz assumed command of the company from LTC Thaddeus Sexton.

3. INTELLIGENCE AND OPERATIONS:

a. Company elements stationed throughout ICTZ continue to stay well versed on their respective locales tactical activity. Increase VC/NVA activity has further emphasized the need for physical security and all company elements have readily responded by improving existing defensive positions or constructing new ones.

b. During the reporting period operations of the company were greatly influenced by the results of the VC/NVA TET General Offensive and the preparation for the implementation of the MACV directed re-organization of the 29th Civil Affairs Company. The TET General Offensive encouraged desired movements of platoons to provide better civil affairs/civic action support for I Corps in line with the latest concept of operation for civil affairs companies in Vietnam. These moves and adjustments in methods of operating proved that all the elements involved were truly operational, flexible and responsive to immediate action.

c. Within a few days after the initiation of the TET offensive the 5th AA Platoon was directed to move from An Hoa, Quang Nam, to Hue, Thua Thien. The movement was directed as a necessity to provide civil affairs/civic action assistance to that battle torn city. When the platoon first arrived the military situation was such that the 1st and 5th Marine Regiment and various ARVN units were heavily engaged with the enemy. There was no GVN control and refugee control was non-existent. The platoon immediately became involved with the commodity distribution for refugees. Since 1 February 1968 the platoon has engaged in nearly the whole spectrum of civil affairs/civic action. They have continued to work closely with refugees and youth groups. They have been involved with public works, public safety, public health, PSYOPS, etc and are presently involved with the recovery program for the city.

d. The 2nd AA Platoon was re-located in Hoi An, Quang Nam from the field location of the Hq, 2nd Battalion, 3rd Marine Regiment in February 1968 when redeployment of Marine units at the end of TET Offensive gave an opportunity for the platoon to change it's mission from OPCON to the 1st Marine Division to General Support for the Province Senior Advisor, Quang Nam Province. The movement was in accordance with the employment scheme required when the company reorganizes. In it's new role the platoon became the Province Senior Advisors tool to coordinate civil affairs/civic action functions throughout the Province. The platoon took over responsibilities for evaluating, commenting upon, and processing, in conjunction with CORDS and other province officials, all non-funded civic action project requests in Quang Nam. This responsibility has developed the platoon as the Province Senior Advisors principle tool to assist him in provincial revolutionary development plans.

e. The 8th AA Platoon's (Provisional) mission was changed from OPCON, 3rd Marine Regiment in Quang Tri to General Support of the Province Senior

Advisor, Quang Nam Province. The movement was in accordance with the employment scheme required when the company reorganizes. In it's new role the platoon became the Province Senior Advisors tool to coordinate civil affairs/civic action functions throughout the Province. The platoon took over responsibilities for evaluating, commenting upon, and processing, in conjunction with CORDS and other province officials, all non-funded civic action project requests in Quang Nam. This responsibility has developed the platoon as the Province Senior Advisors principle tool to assist him in provincial revolutionary development plans.

e. The 8th AA Platoon's (Provisional) mission was changed from OPCON, 3rd Marine Regiment in Quang Tri to General Support of the Province Senior Advisor, Quang Tri. The change of duty was effected to provide additional support to the Province Senior Advisor in accordance again with the employment of AA Platoons under the reorganization concept. The relocation of the platoon places it in better position to provide advice and support projects within Districts around Quang Tri City.

f. The 9th AA Platoon (Provincial) was relocated and had it's mission changed. The movement was again to provide General Support to a Province Senior Advisor. In this case the platoon was released from its mission with the 1st Air Cavalry Division in Thua Thien Province and relocated in Tam Ky, Quang Tin Province.

g. Throughout the reporting period special briefings and orientations have been conducted to explain to the many new members of the command the mission of the company. With the upcoming re-organization, and realizing the numerous questions asked of civil affairs company members in the field, special attention has been given to make all keenly aware of functions and mission of the companys elements before re-organization and how the functions and mission will be changed when the re-organization is implemented. Programming and action continues to assure the minimum disruption, if any, to the civil affairs/civic action effort. It should be noted that most of the enlisted men assigned to the company and a good percentage of the officers have had no association with civil affairs companies in the past.

h. The predicted inactivation of functional teams (as stated in the previous OR-LL) has been effected in most cases. Due to field commitments, experienced functional team personnel rotating (and not being replaced) and the upcoming re-organization (that will delete most functional teams) some functional teams have not been active. Those inactive at the present are Public Safety, Displaced Persons, Labor, Public Education (which was a provision team established within the company) and Public Health. The Public Health Team is inactive because the company has not had a medical officer in 1968 and other team members have rotated.

i. Monthly Platoon Commanders/Team Chiefs conferences with the company commander and staff have been initiated. These meetings are aimed at keeping all informed and creating an atmosphere for an open exchange of information and problems with a goal toward obtaining and utilizing the wealth of knowledge and lessons learned that is available.

j. The company engaged in combat services support operations throughout I Corps for a total of 90 days during the reporting period.

4. LOGISTICS:

a. In early April directions were given to move the company's motor pool and supply room facilities to a new location in the southern extension of Camp Horn. Activity immediately was initiated to complete this action as soon as possible. Action to complete the project is being finalized at this date.

b. Reference was made in the last OR-LL report about the company being authorized the M-16 rifle instead of the M-14. The desired weapons have not been received as of this date.

c. Included in the re-organizational MTOE submitted to DA for approval are provisions for the company to be authorized fifteen additional vehicles. During the reporting period action has been taken to obtain a temporary loan of some of the vehicles. Eight 3/4 ton trucks and one 2 1/2 ton truck were approved. Action continues to obtain these vehicles.

5. SPECIAL STAFF:

a. Food and Agriculture:

(1) With re-organization implementation facing the company this functional team is being maintained for as long as possible. Although considered not necessary under the provisions of the new MTOE, this team has had such an impact in ICTZ in it's varied projects, to assist military units, CORDS, Vietnamese officials, and farmers, that it is being kept functional.

(2) During the TET Offensive this team was halted in its activities in the field, however, around 20 February the team again actively pursued going to the field and started to work toward providing information for rice denial plans.

(3) The team was very active in March and April setting up agricultural self-help programs in coordination with CORDS Agriculture Advisors and interested military personnel.

(4) CORDS Officials encouraged, and military sources approved, the sending of two agricultural officers to the Rice Institute, Los Banos, Philippines to attend a two week intensified rice training course in the latter part of April. The course was tailored for Agricultural Advisors in Vietnam and provided much advice that can be forwarded to Vietnamese farmers.

b. Legal: During the reporting period the Legal Team continued to perform as a MACV Foreign Claims Office. Plans are already in effect for this team to be transferred from the 29th Civil Affairs Company in June as a coordinated part of the reorganization of the company. The reorganization plans called for the deletion of this team.

c. Civilian Supply:

(1) In closely observing the operations and capability of this team, it was obvious that it is the most underrated team in the company. The daily contacts the members of this team have made and the continuous drive they have had in getting civic action supplies to the field has been outstanding. During the TET Offensive they were instrumental in assisting to get supplies,

ranging from rice for refugees to lumber for the start of reconstruction projects, shipped to the field on space not being programmed for military necessities. Their understanding of how to obtain civic action supplies from CORDS, civilian relief agencies, and G-5, IL MAF sources had been a great assistance to this company's elements located throughout ICTZ.

(2) The Civilian Supply Team is presently conducting an educational program to explain how civic action supplies can be obtained. This promises to be a continued project as the funds available and the supplies available from many various sources are not understood by many individuals involved in the civic action field.

SECTION II, PART I

1. PERSONNEL: None

2. OPERATIONS:

a. Item: ARVN Interpreters

Observation: It is easy to forget that an interpreter has a different cultural ethic from ours and place too great a reliance upon the dependability of what he is supposed to be conveying. Sometimes he may be too Cavalier in his attitude and at others unwilling to hurt the feelings of a village elder and thus not be as direct as he should be. Also it is easy for the aggressive interpreter to forget his enlisted status if his superior officer becomes overly friendly or careless in his personal relations with the interpreter. This means he can develop a tendency to "interpret" what is intended to be conveyed as he, the interpreter, sees fit under the circumstances.

Evaluation: The inter-personal relations between the interpreter and his superior officers should, to the extent possible and according to the personalities of the two people involved, conform to accepted military standards of Enlisted-Officer relationships.

Recommendations: Cultivate your interpreter carefully. Treat him with all due respect for his rank, no more - no less. He can be an important asset to your team when utilized properly or a less than useful asset when either party oversteps the bounds of propriety or basic military courtesy.

b. Item: Bulk Distribution

Observation: Bulk distribution of food stuffs, building materials or other items often are diverted from the recipient to the open market or to the NVA/VC.

Evaluation: Distribution in bulk is too much of a temptation for the enemy and also for profiteers.

Recommendation: Give out the material on the basis of how much the individual or family can use within a given period, or how much building can be accomplished on a day to day basis.

c. Item: Psyops for shower

Observation: While installing the showers at a refugee camp it became apparent that the people were afraid that we were wasting water while constructing and testing the shower facility. Whenever we arrived at the camp people would run to the well where the shower pump was installed and remove enough water so that the level was below the foot valve. Had a Psy-op program been initiated so that the people would better understand the usefulness and need for a shower there would not have been a problem. Also to reduce the refugees worry of lack of water a separate, sealed well should be constructed for any shower project.

Evaluation: By using a Psyops program, prior to a project concerning the peoples water supply, in addition to separate well, less problems will arise.

Recommendation: Use a Psyops program and a separate sealed well for all shower projects.

d. Item: Vocational Training

Observation: During the construction of various non-funded civic action projects there is normally a number of boys watching the construction. Also there is usually much work to be done by someone who would be called a skilled workers assistant or apprentice. However this work is normally done by the skilled worker as there are only two types of workers hired; skilled and unskilled.

Evaluation: To hire the boys as apprentices, two things would be achieved: (1) The boys would not only be working and therefore helping to support their families but would be gaining functional knowledge in a particular trade. (2) The overall cost of the project would be lowered as the boys would be doing the work of a skilled laborer but at a lower wage.

Recommendation: An apprenticeship council could be set up within the various hamlets to select the boys who would be hired and also to keep records of how much each apprentice works so that the evaluation of their training can be made.

e. Item: Coordination Among Units

Observation: Lack of coordination among units and lack of civil affairs knowledge within the unit causes misunderstanding between the military and the civilian personnel. The lack of coordination has also resulted in duplication of civic action.

Evaluation: If the military units possessed more knowledge of civil affairs, many misunderstandings between the civilians and military personnel could be resolved. Further coordination would prevent duplication of efforts.

Recommendation: Since the CAP Units, Combined Action Platoons, are the Marine units living within many villages, the civil affairs platoon should endeavor to keep these units informed of civil affairs activities and procedures. Coordination with all units on civil affairs projects is a necessary criteria for an effective self-help program.

f. Item: Properly Submitted Project Sheets

Observation: CAP Units and village officials have had difficulty filling out project submittal sheets correctly and apparently have not been fully aware of the terms of the contractual agreement.

Evaluation: Care should be taken to insure all forms are submitted correctly and that the village officials fully understand the conditions of the submitted request.

Recommendation: CA platoons should assist and/or advise filling out forms for subordinate units. They should also insure that villagers understand the nature of self-help programs.

g. Item: Facilitation of Project Completion

Observation: Projects are sometimes temporarily halted because of a lack of materials being provided or the rate at which they are provided.

Evaluation: People lose interest in their projects when they are forced to slow or stop construction; when materials are finally delivered again, people are at times reluctant to continue with the project.

Recommendation: Close monitoring of the projects underway and making certain that the supporting unit maintains the flow of materials are necessary conditions for facilitating the completion of projects.

h. Item: Proper Delivery and Use of Materials

Observation: Delivery of all materials to a building site often results in the misuse of these materials. Excessive amounts have been used for "projects" other than the intended project and still other materials have been pilfered and sold or traded.

Evaluation: Materials can be properly utilized only when they are closely inventoried and stored in secure areas.

Recommendation: Deliver only enough materials to get the project started and then further deliveries made as the existing materials are used. It has been found that it is the best policy to store all materials in military compounds to prevent misuse by the civilians.

i. Item: Attaining Maximum Utility of Resources and Effort

Observation: While it is not our policy to limit the use of resources to certain areas, it is just as important to promote additional worthwhile projects in areas where the populous has been particularly receptive to one initial project.

Evaluation: Additional projects not only help the people help themselves but also results in increased friendship of and support from the people.

Recommendation: Once a project is completed with success, we should strive to continue our support and to initiate other needed projects.

j. Item: Handles on Brick Machines

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Observation: Brick machines of the Cin-va-ram type have a weakness near the base of the handle. This appears to be the weakest part of the machine.

Evaluation: Watch your handles closely for a splitting of its base.

Recommendation: First of all to the people who make the machine: tempering with heat and water might help. Next, to its users: 1. Don't put too much dirt in the machine. 2. Limit the number of workers on a handle to three.

k. Item: Water in Brick

Observation: Too much water in a brick will lead to a slow drying process that can cause a brick to crumble when used in a project.

Evaluation: Use only enough water to insure the slight dampness necessary for reaction with cement.

Recommendation: When the brick is squeezed, if water runs out of top of the machine, you have used too much. If mud comes out of the top of the machine, you are getting closer to a proper texture.

1. Item: Guards for Security of Brick Factory at Night

Observation: There is no need to spend hours everyday unloading and loading tools for your factory.

Evaluation: Leave them and your bricks with a guard who is paid as high as any day-time employee. Inform him that he loses his job with the first loss of inventory.

Recommendation: If the pay is as rewarding as any of your day-time employees he will want to stay. This, insures your tools by promise of firing.

m. Item: Use of Magazines, Newspapers, etc for English Classes

Observations: Most students in voluntary classes are already interested in learning English. However, to heighten this interest bring in some magazines or newspapers printed in English.

Evaluation: Use of magazines or newspapers with their pictures and illustrations can help students see English being brought to life.

Recommendations: Allow students to describe pictures found in magazines. If the material is interesting the students will try harder to understand their lessons.

85 n. Item: Contacting Vietnamese living in VC controlled hamlets.

Observation: Recently while investigating a claim against the American Government it was discovered that the claimant lived in a VC controlled hamlet.

Evaluation: US personnel should not enter VC orientated hamlets without proper security measures being taken.

Recommendation: Send a message to the Vietnamese concerned and arrange a meeting at a specific time and place. Preferably at a National Police Station or ARVN Compound.

o. Item: Building of Market Place

Observation: A large, extensive market place was built. This was a major project and required considerable cement, tin, and lumber. It was built with the intention of bringing all the nearby hamlets to a more modern, more centralized location. It was projected that other villages would also eventually come and use the facilities. It now stands completely unused and as of this date there is no intentions by the villages to commence activity there in the future.

Evaluation: The reason the market place is not utilized is that the nearby village is too small to have such a large facility, and the area lacks sufficient produce to support it's size. Also, the villagers prefer to walk to an even bigger and old market place where the larger population and superior productivity of the region has traditionally made it popular.

Recommendations: Make sure there is a complete understanding about how the people feel toward changing their habits. Also that there are sufficient people in the area to utilize the facility.

p. Item: Pig Project

Observation: A unit initiated a pig project to include 11 pigs, 10 sows and 1 boar. The project was divided among 7 families. All went well until the unit left the area. They left nobody to carry on the project until someone could take over, therefore no one knew their long range plans.

Evaluation: When you leave the area where you have begun a specific project that will require a long range support, you must coordinate the project with those who are about to continue in that area.

Recommendation: Fully inform the new unit what you were going to do and what has occurred in the past concerning this project.

q. Item: Grave Removal

Observation: Due to the large number of graves inside a base camp perimeter an attempt was made to have a group of Vietnamese workers begin the removal site herding the workers onto a truck to be interrogated. This was very embarrassing for the workers mainly because it was their ancestors buried there.

Evaluation: You must plan ahead with the proper authorities before attempting to use Vietnamese labor on a military installation. Also rules governing another station may not be the same elsewhere.

Recommendation: By having a spokesman with the workers and informing the PMO before the workers enter into the compound the trouble could be avoided. Also, make sure such workers have some sort of written authorization as they will probably be coming back to finish such a large project.

r. Item: MEDCAP Activities

Observation: While questioning the MEDCAP activities of the platoon's medical specialist, an officer discovered that the Sector MEDCAP Team has been treating indigenous personnel for wound injuries without questioning how the wound had been obtained.

Evaluation: How many other MEDCAP Teams are not obtaining and disseminating this information to the appropriate authority for interrogation purposes?

Recommendation: To instruct all MEDCAP personnel to obtain the names and addresses of indigenous personnel falling under the afore mentioned category. To report this information to the Public Safety NCO or other proper authority.

s. Item: Public Education

Observation: In processing or initiating a school project, ie, the building of a school, many factors are not being considered by US/FWMAF units that propose to sponsor the said project.

Evaluation: At the very minimum, the following factors should be considered:

- (1) Is the project desired by the Vietnamese, or by a US/FWMAF unit?
- (2) The number of students programmed to attend class plus any proposed future increases in the number of students.
- (3) The population of the hamlet/village.
- (4) Other schools in the vicinity of the hamlet/village and their location.
- (5) The number of teachers that will be assigned to the school.
- (6) The number of classes that will be conducted based on the number of teachers and students availability. (These three factors should be used to establish the size of the school.
- (7) How will the teachers be paid? Are they qualified teachers? Have arrangements been made with the Province Education Service Chief to have them programmed into the new Province Budget?
- (8) What arrangements have been made for school supplies?
- (9) Who will actually perform the necessary construction?

Recommendation: Know and understand points in evaluation above.

t. Item: Substitution of Engineer Pickets for Lumber

Observation: In making braces and rafters for framing roofs of schools and market places, wood, as desired, at times cannot be obtained. Engineer stakes have been noted laying around with no one interested in using them. When welded together end on end they will support a tin roof easily.

Evaluation: If the engineer stakes are available and not desired for other use they can be used as rafter/brace material.

Recommendation: That engineer stakes be welded together on end and used as a support for tin.

3. LOGISTICS:

Item: Coordination

Observation: Coordination between the platoons and teams in the field is much needed. Messages and telephone conversations which are relayed by 3rd person loses information in transmission.

Evaluation: More effective coordination should be initiated between the unit supply and the platoons and teams in the field.

Recommendation: A member of the Unit Supply should visit each platoon and Team at a minimum of at least once a month or more often if possible.

SECTION II, PART II

RECOMMENDATIONS

Essentially, recommendations for items outlined above are included in each observation.

FOR THE COMMANDER:

t/JEROME H. MOONEY
1LT, INF
Adjutant

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